

SUMMER 2010 CLASS SCHEDULE

ESSENTIALS OF MANAGEMENT

Starts July 8 Helena

8:30 a.m. – 4:30 p.m. each day

Investment is \$565 (\$100 discount if all classes are attended as scheduled; discounts for multiple attendees from one organization)

This eight-part series addresses the needs of the first-line supervisors. It is an excellent program for new supervisors, and it will challenge seasoned supervisors and mid-level managers. Topics include teambuilding, performance management, long- and short-range planning, discipline handling, and legal issues of management. Each session runs from 8:30 a.m. – 4:30 p.m. Class schedule appears below.

- **Leading July 8**
- **Planning July 15**
- **Controlling July 21**
- **Building July 22**
- **Developing 1 July 27**
- **Developing 2 July 28**
- **Protecting August 4**
- **Synthesis August 5**

Participants' comments about "Essentials of Management"

"Excellent series. I would strongly recommend it to any supervisor. We have already applied many things."

"I thought that this was a great course! Lots of helpful information, excellent instructors."

"This was a very good training. I feel I've learned a lot in only 8 days."

"I gained a great amount of information. I would highly recommend this course to others. I feel it was the most beneficial training I have attended while working at the state for the last 4 years."

"Lots of information to apply to my supervisory style."

"Wonderful class!"

"Enjoyed all the courses. Great job – Synthesis pulled everything together."

"Overall an excellent course – very practical to every day job issues."

"I think this course has been very helpful and informative. Great job! Thank you!"

"Although I've taken a lot of management theory, this was very pragmatic. Specifically looking at new supervisor situations."

"The whole course was very valuable for me. It answered many of my questions."

"I learned how to deal with different personalities, management procedures and implementation techniques."

"Very good class presentation, would highly recommend it to anyone. Helped me to learn more about other state agencies."

"Great Class – very worthwhile."

"EOM was a very interesting class. I enjoyed it very much and learned a lot. I feel this could be beneficial to everyone."

"Clearly the most valuable to me was the exchange of information and ideas from the other participants."

"Overall great course – I like the variety – multiple instructors, interaction."

"Found ideas I could use from each day."

"Very good class. Learned a lot and gained much information from other students."

"Exchange of ideas from different perspective is great!"

"Great real world examples and discussion."

"Thank you for the great class!!!"

"Good course – heavy time commitment but well worth it."

"Everything is pertinent to the job. Excellent management tools."

"I recommend this course to anyone interested in management. Excellent course content, group activities, and instructors. I think you've done a great job of fine tuning this course."

"The course was very informative, well organized and presented."

"I felt the whole course was well designed and presented. I learned a lot and the course reinforced much of my personal philosophies about management and dealing with people."

"This was a wonderful class. I wouldn't change anything."

"I think every employee would benefit from attending this training. Even if they are not interested in taking a management position, they could gain valuable insights."

"Great ideas presented, especially through the class discussion."

"This training has been of enormous assistance in providing me with the skills to perform my job more effectively."

"The exercises were great. The course was very thorough and useful."

"This was a wonderful course!"

"This class was very interesting and informative. I appreciate the common sense format. It was easy to apply the concepts to my day-to-day activities. Thanks!!"

"This course provided a good overall presentation of information that will be helpful to me as a manager."

"This course has provided a variety of tools for me to use as a new manager. The instructors were insightful, knowledgeable, and helpful. My classmates were wonderful! What a great experience. Thank you."

"This course gives a good overview of common problems and how to deal with them. As a group we got to discuss the issues and it is very helpful in managing these problems."

"The whole EOM series has been extremely helpful as I deal with reorganization and teambuilding issues at my workplace. Thanks for your good work and guidance."

"The various teachers and formats were good. I reviewed the entire course content today and appreciate how thorough it is."

"I loved the course!"

"The entire course was the best training I've ever been to."

"I was impressed with the course. I have suggested that more people from my company attend."

"This class is absolutely necessary to all supervisors, managers, and administrators."

"Very good information. Should be required for all new supervisors."

"The overall course has been very informative, interesting, open, and a great package of tools that can be applied to using different approaches in management."

"Good class. Thought-provoking."

"Best training I have ever been to! Well worth my time and the cost. I will recommend it to others."

"Highly recommend EOM for every manager, it should be required for all managers every 5 years!"

"I think the whole course was well organized, very professional and highly educational. I have already used some of the tools and techniques and have plans to use others as well."

"This course opened up a lot of ideas and ways to deal with the issues. I learned a lot in this course."

"I think this class will help me make me a better manager. I enjoyed it!"

"The whole program was extremely helpful in providing tools and practical information which can be applied in our workplace."

"Practical skills I can apply to make my management more effective."

"I now have the knowledge and ability to do my job correctly and with confidence."

"An excellent and well-presented course. Instructors are outstanding."

"Entire course was great!"

"The whole series was very informative and helpful to me bring a first-time supervisor."

"A lot of very valuable information in an easy to follow format that I can refer back to."

"This was an enlightening course. I did learn a lot. All the instructors are wonderful. Even got me to do role play which I really despise. Thank You!"

"The best thing I got from the course was how to apply management tools – discipline, planning, teambuilding – to my job. I have increased confidence as a supervisor. I'm glad I enrolled!"

"I learned to be a more effective manager. I have been told how by other people but this class opened my eyes in different ways."

"This course has increased my confidence of becoming a manager that is better prepared to deal with conflict and discipline."

"This is a wonderful course and I felt include in the discussion even as an 'I'."

"Overall, well done, well laid out, good organization and excellent exercises. Discussions and practice exercises garnered good feedback."

"Time well spend. Ideally this series would be made mandatory for all employees with supervisory responsibility and optional to others who are seeking professional development."

"Overall 'Essentials of Management' is awesome."

"This was a very beneficial class for myself and I gained a lot of knowledge that I know I will be able to use."

"I am really enjoying the classes and don't want to miss anything! I've also spoken with other bureau chiefs who have taken this class too, and the unanimous verdict is that this is probably the best training any of us have ever had! It is correctly named "essentials..." I wouldn't want to try to do this job with it!"

RECORDS AND INFORMATION MANAGEMENT

July 14

Helena

8:30 a.m. – noon

Investment is \$72

Available for 3.0 CLE credits

In an age when agencies are generating and receiving paper and electronic records, the picture can grow fuzzy when addressing public records, state and federal requirements, technology options, and resource challenges. It's important for agencies to work smart, with procedures and practices that propel records and information management as a cost savings instead of a cost counter. This half-day class examines your agency's responsibility for managing records – what the law says, the benefits of "the basics," conversion and storage options, and establishing agency-directed retention schedules that support effective business. This class is a must for agency custodians, record coordinators, and employees responsible for managing hardcopy and electronic files.

Participants' comments about "Records and Information Management"

"I learned how the State of Montana helps agencies to implement record keeping and management."

"Liked the hands-on examples."

"I now know where to begin with our agency records and getting schedules set up. I understand way more about records and the benefits."

"Awareness of records retention and disaster recovery."

"Background about records forms and flow through development of document."

"Evaluation of boxed records we currently have stored. Need to develop indexes, retentions schedules, and storage labels."

"Better understanding of records retention and disposal. Great idea for updating our records."

"Learning more about how the process has to proceed for electronic and hard-copy records."

"Demystified the records management process."

"I learned how the process works and what is required for records management and storage."

"I learned the best way to fill out the forms."

"The best thing was learning the difference between public and private records; retention; backup and archiving."

"This class was very well presented. Patti was attentive to questions and concerns of the participants and very friendly."

“The best thing was how to go about classifying your records to determine an appropriate retention schedule.”
“Good balance of information and class discussion.”
“We are developing an information management policy, and I now have a better idea of where to begin and how to proceed.”
“I learned the difference between filing in private vs. the public sectors. I appreciated the way of categorically separating and identifying files for easy recognition and location.”
“I appreciated completing the forms as a way of learning how to do this in the future.”

WRITING FOR THE WEB

July 14 Helena
9 a.m. to noon

Investment is \$72 (discounts for multiple attendees from one organization)

Government is an information enterprise. More and more, the business of government takes place over the Internet. This "cyber-office" requires acute skills in presenting that information. This short workshop can help you boost those skills.

Participants' comments about "Writing for the Web"

“Great class. Superb information. Well presented.”
“Very well done. This is important information for all Web writers.”
“I appreciated the information on how to make websites more usable and readable. Hints for formatting.”
“I appreciated the information on how to write to grab the reader/user.”
“The information on meeting the needs of people who are visual impaired.”
“I enjoyed the class and will recommend it to others.”
“All the information was very helpful. Especially liked the direct examples.”
“Thank you very much. I found this class was very helpful – lots of great information.”
“I really liked the information on how people use and read the web.”
“I learned what things are good and not good to put on websites and what types of documents not to use.”
“I appreciated the information on how to catch the user’s eye – “less is more.”
“Great class.”
“I appreciated the information on how to organize websites.”
“I liked the advice to keep things simple and accessible.”

MEETING-FUL MINUTES

July 20 Helena
8:30 a.m. - noon

Investment is \$93 (discounts for multiple attendees from one organization)

Do your hands cramp up at the thought of recording meeting minutes? Do you question what information you should record and what you should leave out? You’re not alone. This half-day workshop will give you the tools needed to take effective notes and to write meaningful minutes.

Participants' comments about "Meeting-ful Minutes"

- "This was a great course. Very interactive, which helps immensely."
- "Great ideas and experiences shared were very helpful."
- "Excellent instructor, very helpful!"
- "Wonderful presentation, lots of resources, and useful information."
- "Validated what I currently do and gave me tips for improvement."
- "Lots of ideas for me. Cornell system is very interesting."
- "Templates are very valuable."
- "Group discussion on individual short cuts. I gained some GREAT ideas by hearing what works for others."
- "I found setting up forms and abbreviations helpful."
- "New tips on how to make my minutes more useful and the information easier to find."
- "I found that I was not alone in my frustrations."
- "I was given all kinds of helpful information and forms."
- "Good ideas for formats, before meeting preparations, what to record and what to leave out, methods of recording."
- "How to summarize better."
- "This is one of the best workshops I have attended."
- "Great ideas on how to organize minutes more effectively."
- "Great Balance. Always appreciate having handouts as reference."
- "Everything was to the point and informative. I was able to understand."
- "Understanding what should be done before, during, and after a meeting to insure accuracy."
- "I will highly recommend this course to all that I know it could benefit."
- "I liked all the legal information and tips of 'grammar and punctuation' that has changed."
- "This is one of most educational and clear classes I have taken."
- "This was the best seminar I've attended all year! I like the small class and how organized the workshop was."
- "Very informative. Note talking and especially releasing minutes to the public was valuable."
- "Great class, very informative. Glad I came."
- "I found this course very interesting. Incorporating some English rules is awesome. Jane knows here stuff and I would take a writing class taught by her. Thanks!"
- "This class definitely defined the essentials of minutes and showed me what is legally necessary."
- "I learned how to shorten my minutes, but still have them contain all the important information."
- "I liked the clear rules about what to include in minutes and how they are best formatted."
- "I appreciated the short cuts for taking minutes and the requirements of Public Notice of meeting and agenda."
- "I found a lot of helpful hints and tips from this class that will be very helpful to me."
- "Raised my level of confidence with regard to minute-taking."
- "Know what to record" worksheet is very valuable."

"Entire class was very informative."
"This class was helpful in what should be in minutes. Answered a lot of my questions."
"All my questions were answered. Really enjoyed the class."
"Thank you – this was the first training in a long time that didn't make me yawn."
"I have gained the knowledge to better organize notes for meetings."
"I gained more knowledge of what and what not to include, how to summarize so that the minutes are not a 'novel'.
"I learned how other counties do their minutes, procedures, content, and examples."
"Precise information on the details of minute-taking"
"How to take easy and to the point minutes."
"I liked the idea of using the agenda with spaces after the topics as a template."

WRITING JOB DESCRIPTIONS

July 20 Helena
8:30 a.m. to 4:30 p.m.
Investment is \$100

Job Descriptions are the basis for many employment decisions. This one-day course will help participants identify the many uses for this powerful tool, as well as how to write an effective job description. This workshop is appropriate for managers or supervisors who prepare job descriptions, and is the first of two classes for classifiers-in-training.

Participants' comments about "Writing Job Descriptions"

"Better overall knowledge of writing JDs. I have updated JDs and always struggle to do them correctly. The information from this class will help when writing and updating JDs."
"A better understanding of job descriptions and how they are put together."
"Good training for someone new to the development and review of JDs."
"I learned a lot about doing JDs the correct way – not just adding fluff."
"This course helped my understanding of the classification process."
"How to access information online and write a good JD."
"The importance of being brief and accurate when writing JDs. Taking the time and doing the groundwork before starting."
"I appreciated the background information, the process for writing JDs, and examining examples for each section."
"Good refresher course. I gained the knowledge of what is needed and expected in writing a job description."
"Learned what you really need (or don't need) in a job description."
"Gained knowledge of preparation and organization of material needed to write JDs."
"Helped me understand how to break process down to keep focus and JD a true reflection of the job."
"Very informative and helpful."

"My whole perspective on JDs has changed! The JD is a much simpler document and more useful than I ever realized. I liked the one-on-one contact and advice from the trainer."

"I have a clearer understanding of amount of detail (especially for tasks) required in JD – and how everything should tie together."

"Excellent, useful and enlightening class."

"I'm not scared of or dreading JD's/job profiles anymore!"

"Great information, good materials, will be very helpful and relevant."

"JD guides and discussion regarding tasks and duties are very valuable."

"I learned how to write a duty statement and what not to include in the JD."

"Very informative. I enjoyed all the hands-on experience. Great class."

"Overall writing of JDs seems much clearer."

"I now have a solid knowledge of what constitutes a good job description and how the job description ties together with other HR functions."

"Excellent information – will go a long way in helping me become a classifier."

"Very good information on ADA issues and the purpose of job descriptions."

"I have a better understanding of phrasing essential vs. non-essential skill."

DOCUMENTING DISCIPLINARY ACTION

July 22 Helena

8:30 a.m. - noon

Investment is \$93 (discounts for multiple attendees from one organization)

"If it isn't written down, it didn't happen." That is the basic principle of documenting disciplinary actions, and most managers know that. The legal and practical aspects of documentation can determine the success of discipline. This half-day seminar explores those aspects.

Participants' comments about "Documenting Disciplinary Action"

"The best thing I gained was the distinction between objective and subjective information. Great! I will highly recommend it."

"The best thing I gained was the knowledge of correct procedures and learning not to 'label.'"

"The best thing I gained was how to differentiate petty from the real and the exercise on subjective vs. objective, specific vs. general, direct vs. indirect."

"John did an excellent job presenting the course. He brought up a lot of good points that I need to do that I'm presently not doing. I appreciated the discussion of the difference between informal and formal documentation."

"As a fairly new supervisor, this information nicely prepares me to begin documenting from the beginning."

"I am going to recommend this workshop to the other government official I work with."

"The training provided concrete information which I can use immediately."

"Well done – held my interest. Pertinent and timely."

"Presentation was well paced and handout was easy to follow and had room to make my own comments."

"Best presentation I have attended in a long time."

"I would recommend this class to anyone who is a supervisor."

"I enjoyed this class, I feel it was very informative and that the information will help me tremendously as a supervisor."

"Very timely and interesting. Thank you!"

"Learned some good specifics; must 'do's" for future reference."

"Learned not to be afraid to document, that it's better to do it than not do it."

"A lot better understanding of how to go through the documenting process."

"Good course. Good instructor. Very well presented."

"The course helped to see when and how documentation can be used. Also, what should and should not be said."

"Importance of documentation and good tips on how to do so. Thanks."

"This class was very informative."

"Reinforced frequent, routine documenting in our notes."

"As a new supervisor, it allowed me the opportunity to gain insights into what is and what is not acceptable."

"I liked the examples of the letters and documentation checklist."

"Learned that I must document on all employees and need to record positive behavior as well as problems."

"Great examples of current and past legal cases."

"Reminder that documentation is also useful for appraisals."

"Ideas about how and what to document."

"John is very knowledgeable. I always go away feeling like the training is worthwhile."

"Excellent course. I will recommend this to all of my co-workers."

"Examples were very valuable."

"Practice, good, wise, reminder, new stuff and idea, glad I came."

"Importance of separating facts from assumptions."

"Well planned and presented."

"Great material; clear, excellent information –great pace; checked for our understanding. Super class!"

"Tips on making this a routine part of your week."

"A better understanding of rules/laws/policies regarding documentation of discipline."

"Reinforced importance of 'good' documentation."

"What is usable or useless in documentation."

"Keeping records, both good and bad, is important."

"Importance of objectivity and ongoing clear communications, with emphasis on prevention."

"Fun presentation with lots of knowledge and examples shared with us.Thanks!"

"Importance of documentation and dispassionate observation."

"Development of a process that I can start, to help me become a better supervisor by not just focusing on the negative."

"I liked the idea of a 'drop' file and the difference between formal and informal documentation."

"Great ideas of methods to implements with staff as prevention measures to avoid discipline problems."

"Learning how to document and to be specific."

"I have a better idea of how to stay on top of issues and the proper course for formal action."

"I gained the ability to distinguish what is proper and improper to document and that supervisors should constant both positive and negative actions."

"Outstanding class!"

"I appreciated the explanation of documentation levels and the differences between formal and informal documentation."

"Written examples of good and bad documentation was very helpful."

"Good tools and ideas to improve my ability to work with my employees."

"Specific examples from case histories, good handouts for future reference, memorized phrases, and documentation checklist."

"Very good information about documentation and a much more concise idea on how to handle supervision."

"For me, the difference between job performance and job conduct was important. This was an incredibly practical training. I am very pleased with it."

"I appreciated the ideas to make this part of managing 'less painful' and stronger."

"Real practical advice on how to proceed forward."

THE STATE BUDGET PROCESS

July 29 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

One of the most popular sessions of *Principles of Upper Management*, this course will benefit those who need more information on the budget process and how to assess and manage a budget. Sue Daly, Chief Fiscal Officer for the Department of Fish, Wildlife & Parks, overviews:

- The Executive Planning Process
- Budget preparation
- OBPP and LFA analysis of budget requests
- Preparing for the Legislature
- Legislative Session
- Projecting Expenditures
- Managing the Budget
- Management Tools in SABHRS

Participants' comments about "The State Budgeting Process"

"Great handouts."

"Nice job: enthusiastic and willing to share her experiences."

"Best course I've taken from PDC so far."

"Informative and dynamic! Very useful information."

"A wonderful learning experience."

"I learned how to make budget information a management tool."

"Great information. Thanks."

"Great total picture of process."

"An excellent overview of the budget process. SABHRS discussion was very helpful." "Excellent class. Material will be of great value in preparing a new proposal."

"Excellent overview of EPP/state agency budget process."

"I know have a better feel for the budgeting process and all of the forms used."

"Great information. I benefited especially from the information on the legislative process."

"The best thing was the EPP and legislative process for budgets."

"Exceeded all my expectations!"

"Great picture of the budget process."

"Great anecdotes and useful practical information."

"Excellent, very informative. Legislative and reporting information very helpful."

"I learned how to accurately read SABHRS and budget reports."

"The best thing about the course was putting the whole budget process together. I've worked on bits and pieces of budgets and this class helped me understand the process as a whole."

"It was very valuable to have an instructor with in depth operational experience."

"I have a better understanding of how we can influence the budget process."

"I have increased comfort with the EPP process and understanding the terms."

"Definitely increased by understanding of the process and helped with reading the reports I just started to get. Thank you!"

"I now feel I have a clear outline of the budgeting process."

BASICS OF MANAGEMENT

Starts August 3 Helena

8:30 a.m. – 4:30 p.m. each day

Investment is \$435 (discounts for multiple attendees from one organization)

This series involves those who are not now in a management position, but whom their agency sees as having leadership potential. Participants complete an assessment before the series and again following the series. Those who pass the post-assessment receive a recommendation that this training count as one-year constructive credit for supervisory experience or as a deciding factor when assessing substantial equally qualified candidates for a supervisory position. Classes will take place on these dates:

- **The Assignment** **August 3**
- **The Challenge** **August 4**
- **The Job** **August 17**
- **The Staff** **August 18**
- **The Problems** **August 24**
- **The Choices** **August 25**

Participants' comments about "Basics of Management"

"This course was the most interesting, educational, and entertaining training I have participated in."

"So practical, with hands-on tools and skill-building to help us do our jobs better."

"This course was excellent. Going through the course made me aware of the many challenges a manager faces as part of the job."

"The instructors of this course presented the material in a way that made the class fun to be in while learning."

"I would recommend it to people not only thinking of becoming managers, but just for personal growth."

"You guys did a great job presenting. I enjoyed the class."

"What a wonderful learning experience. I really enjoyed the class."

"The whole course was great and very insightful for me. I have been recommending this course to my colleagues."

"The whole series was great! Thanks."

"Many issues related to both job and personal relationships and self-knowledge. Great class!"

"I felt this series was very eye-opening."

"This course should be attended by anyone seeking to improve the working environment."

"I learned a lot from this class. It will help me in my promotion."

"All the courses were very informative and all the instructors were very friendly and knowledgeable. I will definitely be suggesting this course to others."

"This course would apply even to those who do not plan to become managers if only to help them deal with the public and fellow employees through the course materials on personalities, use of humor, conflict, etc."

"This class has been very helpful and timely! Thanks for all the help and ideas."

"Very good course for those interested in becoming managers or those who are happy where they are and just more and develop new skills and strengths."

"The course was great for a new and different perspective on management."

"This course has given me the tools I need to feel comfortable in making the move to a supervisory position. Thank you."

"Good course! Useful tools."

"Overall the entire course was very informative. I learned a lot! Thanks."

"This course will change my views on supervising other people."

"This course is really good for someone who has not supervised people very often. I think it will help my relationship with employees."

"Great course! It really helped me evaluate my interest and potential in management."

"I truly enjoyed each session and have already found what was learned to be beneficial."

"This was an excellent seminar. Every day was helpful and relevant. The discussions with peers were very helpful. I am very glad I had the opportunity to take the course."

"The management series was helpful. I liked the small, diverse class. I like the concept of 'inclusion, control, and respect.'"

"This course was very interesting and informative. I believe this will really help me and my organization move forward in a more positive manner. I will be discussing this course and what I learned with my supervisor."

"This class was a great eye opener and also is a good step to learning about others."

"A true heads-up about being a supervisor in state government. Tons of things to think about."

"I loved this course, very eye-opening for me, I know what my bosses are going through every day."

"The whole course was very informative and I would highly recommend this course to others."

"This was good stuff. Thanks."

"I have never gotten so much out of a class before. Not only did it address how to be a good manager, it told me how and why to deal with things. Real life scenarios. Thank you very much."

"This was a very interesting course. I enjoyed interacting with other agency personnel and sharing ideas with them through out the class discussions. Very good class!!"

STATE ETHICS LAW

August 6

Helena

9 a.m. to noon

Investment is \$82 (discounts for multiple attendees from one organization)

2.5 CLE Ethics Credits

The statutory Code of Ethics applies to all employees of state and local government. It's important for all employees to know what it says. This seminar will provide an overview of the law in plain English.

Participants' comments about "State Ethics Law"

"John is always great – great humor, good knowledge, good trainer."

"A better understanding of where to look for and interpret ethics question."

"John has good rapport and encourages open discussion among attendees. I never felt 'cut-off' in presenting ideas or viewpoints."

"Excellent overview of Montana ethics law and practice."

"Very informative and interesting."

"Succinct handouts outlining primary provisions of Ethics Law and great discussions on many 'hypothetical' situations."

"Great class."

"Good information covering a very misunderstood aspect of our jobs."

"Excellent information."

"Clear explanation of legal environment and how it relates to ethical environment."

"This was a good overview of a complicated subject with enough lecture to get a basic grasp but focused on group work on case studies that really helped me understand the real-life application of the state ethics law."

"One of the best presenters I have heard. Very interactive, helpful and interesting; he did a great job."

"The best part was the insight into the specific laws pertaining to ethics."

"This was my first exposure to state ethics laws and I enjoyed hearing about it."

"Good analysis of state ethics laws and the issues they raise in everyday work situations."

"Discussion among participants was interesting and lively. Appreciated some clarification of law."

"Very interesting and thought provoking."

"Discussion of real life situations involving ethical issues."

ALL KIDDING ASIDE: PREVENTING HARASSMENT

August 10

Helena

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

Available for 3.0 CLE Credits

Harassment takes many forms, both blatant and subtle. A person's sex, race, national origin, age, religion, or political views may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it.

Participants' comments about "All Kidding Aside: Preventing Harassment"

"Good discussion points, examining the aspects and complexities of different situations."

"Very effective. Thank you."

"I feel more comfortable in dealing with abusive behavior and language."

"Very open and informative."

"Input from the group helped shed new light on my perceptions."

"Gave me a new perspective on several issues."

"Concise guidelines as to what actually constitutes harassment."

"Good discussion on communication styles."

"Understanding gender differences that could lead to different interpretations."

"Good examples that explained the legal language."

"Learned the different forms of harassment."

"More awareness for potential problems."

"Gave me a better understanding of when harassment has actually occurred."

"Good, open environment which led to productive discussion."

"Think before you speak."

"How to recognize trouble when it develops and also how to take action. Great interactive class,"

"Definitions, boundaries, and courses of action to prevent harassment."

"I thought this was a very useful class – even if to just raise my own awareness of my behavior and how I might affect others."

"Differences between how men and women see things."

"Information on Montana statutes."

"John backed up key concepts with real-life case information showing applications of the law and outcomes."

"Good course – informative and presented in an enjoyable manner."

"John does a very good job presenting information. He's funny but serious."

"I personally find it offensive that I'm required to attend classes to cover the liability of the state!"

"Good food for thought."

"Differences between women's and men's outlooks on same circumstances. Awareness of liability issues."

"Very informative."
"John is a very good instructor with excellent balance in communication."
"Thanks – this was much less painful than everyone thought it would be."
"Group exercises helped make discussion of what could have been boring material fun."
"Learning the legal issues and processes when filing a charge was valuable as was the clarification on 'reasonable accommodation.'"
"The class has made me aware of some 'danger' zones and will help me in my new job."
"Very specific examples."
"The best part was the open format and questions answered."
"I learned a new approach to interacting in the workplace – more conscious of how my words, acts, and deeds affect others."
"The best thing was learning about differences in body language between men and women."
"A good reminder to be aware of others' feelings with all interactions."
"Real life examples were helpful."
"I liked the discussion and the examples. It makes it real."
"Lots of useful information presented in a way that was easy to follow. Enjoyed the examples and the humor."

PRE-RETIREMENT PLANNING

August 17 & 18 Helena

8:30 a.m. – 4:30 p.m. both days

Investment is \$118 for those with a PERS system, \$182 for others

Spouses may attend free

Under the joint sponsorship of the Public Employee's Retirement Board and the Professional Development Center, this two-day seminar is intended for anyone within ten years of retirement. The seminar looks at the physical, mental, and financial aspects of retirement including Social Security and state retirement benefits, estate planning, diet, exercise, and the mental adjustment to retirement.

Participants' comments about "Pre-Retirement Planning"

"Best thing – financial insight and ability to plan for the future."
"It provides an excellent basis to plan retirement."
"Speaker made me rethink what I want to do with my assets."
"I'm glad that I attended this seminar. I am about ten years away from retirement and was given great ideas and strategies to implement them."
"This all was very good, very helpful to me and am glad I took part in it. Highly recommend it to anyone, even if they have a few years to go before retiring."
"Thank you for such an informative session."
"Cannot believe how much I've learned. All topics and info were excellent! Thank you."
"All instructors were excellent. I will encourage younger individuals to attend early in their careers."
"This was certainly worth my time."

"I appreciated the professionalism and preparedness of the speakers."

"This was the best training I've been to in 25 years of working for the state. This was very valuable. Thank you."

"This was one of the best workshops I have attended. Well worth my time. Thank you."

"Excellent two days of training! Very much appreciated."

"Thanks for a great two days of info."

"The workshop was great! I will definitely recommend this to co-workers to attend now, at least 10 – 15 years before retirement."

"It was such a good workshop – I will recommend it to all my co-workers. All the speakers were very good and informative. I applaud them all."

"Excellent program!! Well run – kept on time and on schedule."

"Excellent! An awareness of the issues of retirement and an idea of questions to ask and matters to resolve."

"Lots of good stuff I was not familiar with."

"All the instructors were very informative. Excellent presentations."

"Thank you for allowing significant others to attend this seminar."

"Awaken my need to check financial and health concerns."

"This seminar gave me a better idea of what I need to be ready to retire and gave me a more secure attitude."

"This was a very beneficial class. It gives you food for thought. I think people should attend this at an earlier stage in life."

"Good information on where to go for answers to questions."

"Great information to consider regarding retirement, and how we're impacted by our decisions."

"Great way to spend my time! Thank you for gathering together such a wealth of information! I'd highly recommend this seminar to others."

"Great day! Very useful. Good presentations."

"Excellent seminar. Worth every minute."

"All the speakers were terrific!"

"All the speakers were knowledgeable – very good course."

"All the speakers were very good. Enjoyed the seminar and it will be a big help as I decide how and when to retire. Thanks."

"This has been very worthwhile and will be extremely beneficial as I approach the next few years."

"Great workshop! I learned so much so I can make a good decision about retirement."

"Very informative, interesting, and important. I would recommend this seminar to anyone who is planning to retire soon. I wish I had taken it when I was younger so I could have been more prepared financially."

"Renewed my energy to live healthy, to make good choices, and to plan – very good information shared. Thanks!"

"I got answers to questions that I didn't even know I had."

"Gave realistic projections of retirement income (and expenses) – which is a shock for most people."

"Retirement with pre-planning is much more pleasant."

"Good coverage of all subjects. Good food for thought for financial planning."

"Answered many questions I've had and provided resources of where to go to get more information."

"This class offered a wealth of information. It exceeded my expectations. I came away with great tools for improving my retirement years."

"I thought the series was very good. I got a lot of tips, resources, and information that I'll be able to use in my work."

"This gave me an overall understanding of what supervisors are responsible for and the associated challenges."

"I found the series very informative and helpful."

"The overall course was very good. I think most employees should attend just to understand how management works."

"This series was very helpful. I'd recommend it to anyone who is looking at management positions. Information and materials are very well done and helpful."

MANAGING CONFLICT

August 19 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$120(discounts for multiple attendees from one organization)

Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills identifying and resolving conflict. This seminar emphasizes communicating clearly and defusing confrontations.

Participants' comments about "Managing Conflict"

"A better understanding of how to expand the way I approach conflict and keep in mind other's positions/attitude."

"Learning about a variety of different styles of dealing with people."

"These are many styles of conflict resolution and one may work better than others in any given situation."

"I learned what approach to try for different situations."

"Interactive discussions helped me to gain insights into how others would deal with the conflicts and recognize areas I need to improve in."

"Recognizing that interest behind the conflict need to be identified and addressed first."

"Learned about the different methods and means of managing conflict according to the type of problem."

"Best part of training was the way to look more professional and handle things more professionally."

"One of the best classes I have ever gone to!!"

"Best part of the training was the 'Two-minute Challenge' and effective ways to listen better."

"Various ways of dealing with conflict by learning how to recognize what approaches may be the most appropriate."

"Appreciated the ways to handle conflict in both professional and personal life."

"The best thing about the course was learning how people think, why they cause conflict, and what techniques to use to deal with the conflict."
"Evaluating and learning about my communication style, and my response to conflict, and tools for improving both."
"Increase awareness of my own role in conflict management/resolution."
"Learned there are different conflict management approaches and that conflict doesn't have to be negative."
"It gave me some good ideas on how to deal with conflict."
"Increased my knowledge of personal styles of handling conflict."
"Looking at my own conflict style was eye opening."
"I appreciated the discussion of real situation from our world."
"I learned more about my own strengths and weaknesses."

WARM: WRITING ADMINISTRATIVE RULES OF MONTANA

August 19 8:30 a.m. to 4:30 p.m.

August 20 8:30 a.m. to noon

Investment is \$153 (discounts for multiple attendees from one organization)

Available for 10 CLE Credits

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.

Participants' comments about "WARM: Writing Administrative Rules of Montana"

"Very interesting class; appreciate the stimulating and thought-provoking exercises."
"Provided material that will be relied upon."
"Best short course I've had. John is knowledgeable, great presentation skills, devotes energy to keeping it interesting."
"I now have the ability to go back to my job and have a beginning point and guidance of what and how to complete the task of writing rules."
"I have a better understanding of the legislative side of rule making."
"I appreciated the reference sources which are a foundation to build on."
"Better understanding of the process of writing ARM's and where to find information."
"Ability to write rules and follow guidelines to achieve the department's goals."
"I liked the work sessions. I like hands-on approach."
"The material in the packet will be useful when writing rules."
"I learned a lot of the "back office" end of rule writing which is exactly what I needed."
"Immediately useful."
"The best thing was the practical exercise in evaluating comments and drafting responses."
"Excellent course. Made a boring subject fun and interesting while actually learning."

"Good, focused discussions. Having the pertinent statutes, ARMS, and other documents available in one place for further reference was helpful."

"An excellent overview with usable reference information."

"A better understanding of the rule writing process including style, format, and content."

"John Moore's courses are always informative, educational, and entertaining. Thanks."

"I now have a greater level of confidence in writing rules."

"Great class – I would highly recommend to others."

"I have a much greater 'comfort level' as I approach the process of rule-making."

"Very, very pleased with the course."

"Overall an excellent course, very helpful in explaining the process of rule writing."

"Great class! Very informative."

"John did an outstanding job –great combination of knowledge, humor, and public speaking."

"I implement rules in my job, now I know where they started."

"Starting from scratch was very informative."

"I appreciated the tips to create a valid rule."

"John made the course interesting and kept us thinking."

"The best thing about the course was the overview of the entire process, the time frames and the steps"

"Good information, you make working with rules fun."

"Great background in rule-making."

"Excellent class. Great learning tools on rule writing."

"Best government instructor I've had."

"Most interesting state training I've ever attended."

"I dreaded the course fearing dry and too deep. John brought life to a potentially horrific class!"

"The idea scares me to death, but now I think I could at least attempt a try at it. Thank you."

"I understand the process much better and wish I had had this class a year ago. I think it was great and very helpful."

"The balance was very good. The exercises were great and necessary."

"Valuable information on style and language."

"A very good overall look as to how rules are looked at and written."

"Understand the difference between statutes and rules and why administrative rules are written."

"The best part was understanding the whole process."

"Even though I've written rules for a few years, this class was very helpful."

"I now have a sense of direction for the project ahead."

"A real life run through of the process with comments about what it means and how it works."

"I thought this was the most interesting educational session I have taken since working with the state."

"John took a tough subject and made it interesting and held our attention."

"Course was comprehensive. Included discussion, examples, and exercises.

Materials are outstanding and John was very knowledgeable."

"John makes technical stuff seem fun!"

"I felt the material was very well presented in a format that worked well. Frankly much better than I anticipated."

"I now have a knowledge of resources to use when working on rules."

"Very detailed materials for reference and thorough discussion of pertinent concerns in the process."

"The hands-on exercises with follow-up of sample responses were great."

"I was able to see the basic start of finish process of a rule and the many facets it entails."

"I appreciated the discussion on how to handle proposed rule comments."

"I appreciated the comfortable atmosphere with different stimuli and activities to keep our attention on sometimes difficult material."

"I feel I have a much better understanding of the rule-making process."

"For a very highly dreaded topic, this was really as interesting as possible. I have a lot more respect for the people who can do this well."

"Very helpful tools to go back and reference when it comes time to write/revise rules."

"Open discussion among all participants really facilitated learning. John Moore is an outstanding instructor. He knows when to get us back on track but really allowed us to share ideas."

"I increased my confidence in my ability to complete the ARM process and to assist staff with the process. This class provided reference material to use when I get to doing the rules. Thank you!"

"This should be a required course for every administrator, director, bureau chief in State government."

"I appreciated the framework and reference to help shape the things I had done previously (e.g. Oh! Aha! That's why).

"Good oversight, lots of details and examples, helpful activities to apply what we learned. I feel more confident about a previously 'daunting' task."

RETIREMENT: BENEFITS OVERVIEW

September 1 Missoula

8:30 a.m. – 4:30 p.m.

Investment is \$99

Do you know what your benefits will be in retirement? This one-day workshop will help answer your benefit questions and get referral information in these areas:

- Social Security benefits
- State of Montana Insurance benefits
- VEBA
- PERS benefits
- Deferred Compensation

Participants' comments about "Retirement: Benefits Overview"

"All of this was very well presented and very useful."

"Excellent presentation of valuable information. Competent, nice people doing presentations."

"Very helpful. Thanks!"

"Great job to all of you on this class."

"Everyone was excellent and gave much food for thought."

"I have a fuller understanding of the retirement process and the factors used for calculating the monthly benefit. Also have a better understanding of how Social Security works."

"Better awareness of what things to look into before retirement."

"I now have better insurance knowledge, how to calculate retirement amount, and websites for more information."

"I learned that I better get more organized in planning for retirement."

"I have much more knowledge of the detail and option of retirement."

"I learned I need to plan early and get your retirement information at least six months in advance."

"I now know that I need to make a list of monthly or yearly expenses."

"I received tools to be able to realistically plan retirement."

"Thank you! Very valuable."

"This seminar was incredibly helpful! The presenters were so knowledgeable!!! It was well worth the time, and I would encourage anyone to attend to gather needed information! Thank you!"

"This class at lots of information that I needed to know to retire,"

"All instructors were very well informed and able to respond to questions effectively."

"I learned the difference between membership and service credit in PERS and the flexibility of deferred comp."

"Social Security was a 'blind spot' in my knowledge – it was great to have information on that!"

"Great overview of the 3-legged stool, as well as many of the details of each area."

A DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW

September 8 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$152 (discounts for multiple attendees from one organization)

6.5 CLE Credits

Agencies try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility regarding public records and public meetings.

Participants' comments about "Delicate Balance: Privacy and the Right to Know"

"Best seminar I've been to in 18 years; excellent material and good class participation."

"Instructor was extremely knowledgeable about topic with supporting documents.
A good primer on privacy considerations."
"A good discussion of the issues and the foundations for decision making."
"Specific statutes, cases, opinions which can be relied on for direction."
"Knowledge of state law and statutes; allowing me to better address these issues
in the future."
"I have a much better understanding of how to balance the two issues with plenty
of references for advice and direction."
"I would highly recommend this course to organizations dealing with school-
related issues."
"Lots of tools and learning."
"There were a great variety of issues and examples presented, provoking thought
and good discussion."
"Principles clearly defined with case examples to support principles."
"Good discussions – brought out lots of issues and were food for thought."
"Balancing test – right to privacy vs. demand for disclosure."
"I have a better understand of Montana law and obligation to disclose documents
and hold open meetings."
"Exercises were good and forced us to think about the issues presented. These
helped us apply the law we studied during the day. Lots of group involvement
was interesting. People came from a variety of backgrounds which made for
some different viewpoints."
"Specific knowledge that has direct application to things I am currently working
on."
"Great information. I have several ideas that I can take back to my office and
use."
"Enjoyed the entire class. One of the best training sessions I have taken as a
state employee. Very beneficial for all those dealing with personnel files and
issues."
"The course helped provide a basis for applying balancing."
"Really an outstanding overview of a very murky subject."
"John consistently does a good job with challenging subjects."
"Good course – thought provoking. Thank you."
"Best speaker and course I've attended that's been put on by the state."
"Examples of case histories were very useful for understanding material
presented."
"Real life examples of how courts have applied the balancing test."
"Excellent presenter, extremely knowledgeable."
"Definition of what is or is not a public meeting and public record."
"Excellent information."
"Very well done. I have a clearer understanding of the issues. Good practical
application information."
"Great examples and subject matter."
"This course was much needed, clear, and should be presented to all people who
work in government positions."

"Very informational. I appreciated not only the information, but also the case law behind it."

"Addresses specific problems of state employees."

"This class was very informative and relevant to the issues I deal with routinely."

"I will recommend this course to our attorneys and record keeping personnel."

"Applicable knowledge to actually use in the day-to-day work environment."

"I have a better understanding of the balancing test and now know more about circumstances for closing meetings."

"This class was very good. I learned a lot about privacy and am glad I was able to attend."

"The open discussion facilitated my awareness and knowledge of privacy and confidential rights."

"Our agency does not have a policy in place for public to request information. This class has helped in crafting this policy and guidelines."

REMOTE MANAGEMENT

September 9 Helena

8:30 a.m. to 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

When supervisors and employees are located far apart and frequent face-to-face communication is impractical, new sets of management skills and tools are necessary. This workshop overviews these skills and tools to ensure a productive work environment.

Participants' comments about "Remote Management"

"Ideas about how off-site employees need to be managed differently from on-site employees."

"Knowing others had the similar issues."

"How to structure objectives."

"I liked the list of management competencies needed to remotely supervise."

"I appreciated the tools and forms for gathering feedback from the field offices."

"Many positive examples to try with staff and self."

"With lots of open communication, remote management works great."

"Lots and lots of great ideas!"

"Exercise on competencies for staff and supervisors was a good reflection activity."

"Better understanding of key competencies for remote office administration."

"Ideas for 360 degree evaluations were valuable."

"The important/urgent matrix that can be used to prioritize yearly, monthly, daily was valuable."

"I felt the course was overall very informative and beneficial."

"Emphasis on communication and creating process when supervising."

"Very good, I enjoyed it."

"Very helpful for a new supervisor."

"I am not 'big' on training courses, but I learned from this one and enjoyed it and the instructor."

"Tying performance management into work plans and the importance of exposing all employees to work plan process."
"I appreciated the self-evaluation exercises."
"Recognition of some of the advantages and disadvantages of remote management and how to improve."
"Emphasized the need for clear and understandable goals and expectations."
"The Telework Program Guide is full of information to consider."
"The best thing was the self-evaluations – I got some surprising results."
"I appreciated the 'Ways to Keep Good People.'"
"It was a good course, good information, relaxed format, good interchange of ideas."
"Showed me many things I do right and gave me some ideas on things to work on."

RIGHTING YOUR WRITING

September 14, 21, 28 Helena

10 a.m. to noon each day

Investment is \$135 (discounts for multiple attendees from one organization)

This workshop begins and ends with these three rules of writing: be clear, be concise, be brief. And all the stuff in between will help you follow them with increased ease and confidence. Between sessions, the instructor will review and comment on writing samples from each participant.

Participants' comments about "Righting Your Writing"

"Simple and direct tips on improving writing."
"This course was great."
"I gained confidence in my writing ability. This course has encouraged me to take on some new writing challenges."
"The best thing was the application of these ideas on our own material."
"Awareness of some problems I'm having that wasn't aware of."
"Having actual writing revised with great comments."
"I learned how to cut down my content and not be so wordy."
"Gave tools that can be used immediately."
"I have a better understanding of my current writing and what NOT to use anymore."
"I have already recommended this class to my staff."
"The exercises were useful to look at how to revise my writing, and obviously, John spent considerable thought to help me and the others."
"Showed me how to organize documents so the message is clearer and easier to find."
"Great class! Very helpful."
"It was very helpful to have you review our actual work products. I enjoyed the class."
"The best thing about the class was the increased ability to critically evaluate my writing – to edit and revise."
"I realized that we need to re-evaluate our form letters using the Fog Index."

"I appreciated learning more about the active voice and being short and clear in writing."

"The feedback from the course instructor was critical. Everyone who has public contact in their jobs can learn from this course."

Thank you! This training was most beneficial and practical for everyday work."

"Very helpful course. I need to practice what I learned here. Your comments to our writing assignments were specific and relevant."

"Really enjoyed the course. Good refresher and stimulating. Helped to realize bad habits and how to improve them."

"This was a great class. It's good to know simple language is good."

"This was very informative. Thank you very much. This course taught exactly what I wanted to improve my writing. Terrific!"

"I liked the focus on brevity and clarity. It helped me realize I can cut out a lot of needless words."

"I appreciated the tips on being less passive and more direct in my writing."

"Practical comments on the writing samples was valuable."

"Good writing is a never-ending process. It can always be done better."

EXPLORING EMOTIONAL INTELLIGENCE

September 14 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

"Emotional Intelligence" is for anyone who believes that IQ is the leading determinant of success – and for those of you who have thought differently. While factual knowledge and how-to skills continue to be important, emotional intelligence skills (such as flexibility, teamwork, handling emotions, communications, and enthusiasm) have become even more crucial and valuable. This class provides insights that expand beyond the commonly held views of human intelligence. The information explores how people who possess high emotional intelligence are the people who truly succeed in work as well as play.

Participants comments about "Exploring Emotional Intelligence"

"Learned new techniques to deal with conflict."

"Identifying areas of weakness and obtaining skills ideas to help improve."

"The interaction from the other participants – their thoughts and insights."

"Liked the discussion of how the brain works and that transmissions can be broken."

"Emotional intelligence affects over 58% of the job and how well you do. Your success isn't just how smart you are, but how emotionally intelligent you are."

"Good course! The best thing I gained was the idea that you can change your brain pathways to better use your emotional and intelligence side."

"Video examples were great!"

"This was lots of fun and a comfortable atmosphere to explore these ideas."

"I have a better understanding of how emotions affect my work and personal life."

"Great class exploring basic concepts that can elevate us to new levels of effectiveness."

"A lot of useful information. Follow-up time and commitment from me are needed."

"Good opportunity for self exploration. It will help in addressing conflicts I have at work and home."

"Reminders that when we change how we speak and act, we can actually change our brain."

"Learning facts and survey results about the human brain and how all this ties to communication and learning abilities."

"Learned how my emotions impact others."

"I have a better awareness of the meaning of EQ and how it envelops all interaction."

"I strongly recommend this course for supervisors."

"Very enjoyable, very informative, great ideas shared!"

"Self-assessments helped identify areas of improvement."

"I enjoyed all the activities, the presentation, and the involvement of the class. Excellent!"

"Good class and great group! Well worth the day spent."

"Very well done and time well spent. Thank you!"

"Very useful tools gained from this class to help with emotional awareness."

"Wow! What a great class. I think every state employee should be required to take this class."

CONTEMPORARY WRITING SKILLS

September 15 1 – 4 p.m.
September 16 8:30 a.m. - noon

Helena

Investment is \$120 (discounts for multiple attendees from one organization)

This ever-popular seminar is intended to improve professional skills in composing and revising prose, with an emphasis in punctuation, grammar, and style in contemporary use.

Participants' comments about "Contemporary Writing Skills"

"I suggest anyone in a position to correspond with others in a business sense should take this class."

"John's delightful humor helped the learning process."

"Made what could have been a boring topic most interesting."

"Everybody needs to take it."

"Very well prepared and presented."

"Delightful humor helped the learning process."

"Good humor and examples. It was fun!"

"Gave a great reference to review when needed."

"Courage to write simply. I know I can write complex material, and what good does that do?"

"It made me feel comfortable with communicating on a more simple level. Even when others in my group try to do the opposite."

"Great refresher for grammar skills. Also a big help to improve my memos and letters."

"Very good. You make a hard subject interesting and fun."

"Helped me sharpen my skills."

"The helpful hints will be useful in developing a simple sentence."

"I got a lot out of the class and found that others struggle with the same issues I have. Thanks."

"Great class, will use reference material in the future."

"This class combined information with application, making the information more memorable. Also, the presentation style was interesting and comfortable, with just enough humor to keep me awake! Excellent and worth my time."

"It was all very helpful; keep your writing simple and easily understandable."

"Very entertaining! If it's possible to make grammar fun, he did."

"Concrete tips on better writing and references to take with me."

"The course is a great review and presents contemporary usage."

"I feel that I can now at least put two sentences together and have them make sense."

"I gained a better understanding of grammar and punctuation."

"Thank you for making a painful subject relatively painless!"

"It was nice to hear an honest approach to all of the useless stuff I learned in high school and college."

"Very well done. Enjoyable, informative, and useful."

"Learned not to be scared to write and that everyone can proofread."

"Excellent instructor! Very helpful!"

"Good class, very informative, with tips that be used for all writing styles. Great reference handouts!"

"Great info on all aspects of course – style, grammar, and punctuation. Really enjoyed this course. Took away lots of useful information."

"The content and presentation was very direct and easy to understand."

"It was great to refresh on the different verb tenses and their proper use. I learned and 'remembered' a lot of things I had forgotten."

"Great Class! Very helpful. Instructor was excellent."

"Great resources to check the accuracy of my work. Good skills I seem to have misplaced in my schooling."

"All handouts extremely helpful."

"I gained skills reawaken that I have not used in years."

"This was a GREAT refresher. It has been a long time since I have done this."

"I'm glad I took this class."

"Thank you – well worth my time."

"The cheat sheets are grand – ever so practical!"

"The understanding that more isn't always better was helpful."

"We enjoyed this course – all department people appreciated the course and want to apply to our writing of letters."

"Practical knowledge, useful."

"I have tools to take back to work with me to use as reference when writing emails and grants."
"I realized that I have been writing incorrectly for quite some time."
"I appreciated the guidelines for attacking bad sentences. Sometimes I don't know where to start."
"Appreciated the review of style and writing at the end of the course."
"This course provided lots of good practical information. I will use this class every day in my job."
"I would like to take this course again in 2 or 3 years just to have a refresher."

A DELICATE BALANCE: PRIVACY AND THE RIGHT TO KNOW

September 16 Great Falls

8:30 a.m. to 4:30 p.m.

Investment is \$152 (discounts for multiple attendees from one organization)

6.5 CLE Credits

Agencies try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility regarding public records and public meetings.

Participants' comments about "Delicate Balance: Privacy and the Right to Know"

"Best seminar I've been to in 18 years; excellent material and good class participation."
"Instructor was extremely knowledgeable about topic with supporting documents. A good primer on privacy considerations."
"A good discussion of the issues and the foundations for decision making."
"Specific statutes, cases, opinions which can be relied on for direction."
"Knowledge of state law and statutes; allowing me to better address these issues in the future."
"I have a much better understanding of how to balance the two issues with plenty of references for advice and direction."
"I would highly recommend this course to organizations dealing with school-related issues."
"Lots of tools and learning."
"There were a great variety of issues and examples presented, provoking thought and good discussion."
"Principles clearly defined with case examples to support principles."
"Good discussions – brought out lots of issues and were food for thought."
"Balancing test – right to privacy vs. demand for disclosure."
"I have a better understand of Montana law and obligation to disclose documents and hold open meetings."
"Exercises were good and forced us to think about the issues presented. These helped us apply the law we studied during the day. Lots of group involvement was interesting. People came from a variety of backgrounds which made for some different viewpoints."

"Specific knowledge that has direct application to things I am currently working on."

"Great information. I have several ideas that I can take back to my office and use."

"Enjoyed the entire class. One of the best training sessions I have taken as a state employee. Very beneficial for all those dealing with personnel files and issues."

"The course helped provide a basis for applying balancing."

"Really an outstanding overview of a very murky subject."

"John consistently does a good job with challenging subjects."

"Good course – thought provoking. Thank you."

"Best speaker and course I've attended that's been put on by the state."

"Examples of case histories were very useful for understanding material presented."

"Real life examples of how courts have applied the balancing test."

"Excellent presenter, extremely knowledgeable."

"Definition of what is or is not a public meeting and public record."

"Excellent information."

"Very well done. I have a clearer understanding of the issues. Good practical application information."

"Great examples and subject matter."

"This course was much needed, clear, and should be presented to all people who work in government positions."

"Very informational. I appreciated not only the information, but also the case law behind it."

"Addresses specific problems of state employees."

"This class was very informative and relevant to the issues I deal with routinely."

"I will recommend this course to our attorneys and record keeping personnel."

"Applicable knowledge to actually use in the day-to-day work environment."

"I have a better understanding of the balancing test and now know more about circumstances for closing meetings."

"This class was very good. I learned a lot about privacy and am glad I was able to attend."

"The open discussion facilitated my awareness and knowledge of privacy and confidential rights."

"Our agency does not have a policy in place for public to request information. This class has helped in crafting this policy and guidelines."

WORKING WITH DIFFICULT COLLEAGUES

September 21 Helena

8:30 a.m. – 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

You can't hand-pick the people you work with. Very often, you come across someone who seems – to you, at least – difficult to deal with. This workshop focuses on several

types of difficult people, as well as providing tips on recognizing and coping with them. It also emphasizes the communication skills necessary to cope with all sorts of people and situations.

Participants' comments about "Working with Difficult Colleagues"

- "I think this class shall be very useful. It was revealing and analytical."
- "You think about all sides in how to deal with these people."
- "How to work with, not against, difficult people."
- "It gave me ideas on how to cope with difficult people."
- "The different tactics that can be tried in dealing with co-workers."
- "Opened my eyes that I need to be more patient and stop and think about how they are feeling."
- "Finding out I need to be a better listener all the time, not just when I need to listen to solve a problem."
- "Finding out that I might be part of the problem."
- "It made me see things I do that aggravate a problem."
- "Not to walk away, listen, and be patient."
- "Learned about my style and how it differs from others."
- "The best thing about the course was to recognize the characteristics of different people."
- "More insight as to why I react the way I do to my 'difficult person.'"
- "Better understanding of my role in conflict, and need for my own control."
- "Identified my behaviors that let them take control or did not give them consideration."
- "Recognizing the differences in people and their reactions."
- "Our class opening discussed our communication styles and received options on how to deal with others."
- "Plan, prepare, present."
- "Great class. Film was fun."
- "Different ideas on dealing with others and self."
- "Self-evaluation was good. Seeing what I need to change so I am not a 'difficult' person."
- "Ideas to deal with a 'know-it-all.'"
- "Very worthwhile workshop. I am taking many good ideas back to the job site."
- "Learning what to say and not to say."
- "The best thing about the course was a look at my own 're-actions' towards certain people I have had issues with in the past. I have been treating them differently than others."
- "Solid, concrete advice on how to handle difficult behaviors."
- "Information about myself as a difficult person to deal with and how to identify ways to treat people I may be having problems with."
- "I appreciated the 'Lens of Understanding' and the approach of changing our own attitude rather than changing others around us."
- "I found the class both informational and enlightening."
- "I enjoyed the class – loved the class interaction – came away with good insights and ideas."

"I feel this class should be mandatory for all employees because it makes you look at yourself and ask 'Am I difficult to work with?' and 'What can I do to change?'"

"You have to change your own behaviors because you can't change people the way you want them."

"This was super! I especially appreciated the specific things to say to the different personality styles – especially the negative ones."

"This course was just plain great and the tools given will be used."

"This course should be a mandatory course for all employees. The tools given for positive feedback were great. Nice to learn how to relieve negativity in the workplace."

MANAGING MULTIPLE PRIORITIES

September 22

Helena

8:30 a.m. – noon

Investment is \$93 (discounts for multiple attendees from one organization)

One big effect of the technological workplace seems to be this: whatever the task, everyone wants it now. The public, your coworkers, your boss – they all think that the work you're doing for them is most important. And it is. That's why you need to manage multiple priorities. This half-day workshop will give you insight into your mode of dealing with priorities. It will also give you tools to reduce the stress and do your best.

Participants' comments about "Managing Multiple Priorities"

"The best thing was the Energy Profile and the ways to prioritize."

"Gained good ideas to try. I enjoyed the training."

"I thought it was time well spend and will help me in managing my time better."

"I thought this was a very valuable class and will recommend it to others."

"Confirmed that positive fun attitude actually helps productivity."

"I learned that I should schedule my priorities not prioritize my schedule."

"Great balance. Excellent handouts to refer back to."

"Best thing was the urgent-important matrix."

"I found this class very helpful."

"Learning what kind of person (left or right brain, energy profile) helped a lot to understand how I deal with things."

"The course was concise and excellent. It helped me recognize my strengths and weaknesses and what to do about them. This course did for me in one afternoon what other courses have attempted to do in 2 days."

"Very interesting material. Enjoyed the energy profile."

"Great job, this will help me tremendously!"

"Great ideas for how to reevaluate my time and allocate it so I get the most bang for my time buck."

"Arbie/Elbie showed me what areas I may need to look at to be even more successful at what I do. Thanks."

"To be creative and ask how the things I do affect others."

"Attitude effects priority management."

"Thanks for the informative presentation – I've taken some valuable insights from the class."

"I have things to think about and how to improve my attitude and goals to meet my personal objectives and well as work objectives."

"Great food for thought and to practice."

"Keep in perspective what's really important."

"Better understanding of personal strengths and weaknesses."

"Great class!"

"Useful tips for prioritizing."

"Connecting priorities to agency goals and mission was great."

"Insight into my personality and how it affects how I do my job was beneficial."

"The ideas and tools presented on how to organize one's time are extremely useful. The profiling tools were especially interesting."

"Recognition of the importance/urgency matrix and directing my work priorities into boxes 1 & 2."

"Great tools for personal growth and reflection."

"Found the important/urgent quadrant segment interesting and helpful. Liked the Fish video."

"Insight into ways to eliminate or control stress-causing situations."

"The self awareness activities helped me to understand how I deal with priorities and how to adjust my work."

"Tools and approaches to solve conflicts."

"Very worthwhile."

"Affirmed that I basically know what to do. Gave me tools to fix what I didn't know."

"Format is well-balanced between discussing activities and presentation."

"Worthwhile workshop. It gave me tools and ideas to put into practice – thank you!"

"Gave me insight into how I do things. Confirmation that it is not easy, that everything won't get done."

"John offered many different tools and ideas for understanding ourselves, developing and balancing our skills, and prioritizing work."

"Thank you. This allowed me to see a new way of looking at my work – realized that I am not that busy, I just need to concentrate on the task at hand."

"The idea of taking the time to consider which of my job responsibilities has the greatest positive effect of the mission of my organization."

"I learned some surprising things about myself, such as left brained vs. right brained, that help me better understand 'how' and 'why' I do what I do."

"That I need to respect my right-brained way of doing things, by setting priorities using paired comparisons."

"Determining what is important and urgent and what is not."

"Tools for prioritizing and analysis of style with suggestions to adapt."

8:30 a.m. to 4:30 p.m.

Investment is \$120 (discounts for multiple attendees from one organization)

Available for 6.5 CLE credits

Managers, personnel officers, and other employees can, at any time, get involved with investigating a complaint. The issues are often sensitive, involving sexual harassment, alleged misconduct, and performance with the public, even on-the-job accidents. This one-day workshop will explore the need for investigation, methods, interview techniques, documentation, and confidentiality.

Participants' comments on "Investigating Personnel Issues"

"I appreciated the examples of real cases."

"Made me think differently about conducting our audit interviews."

"Better understanding of how to ask questions."

"I gained an understanding of the entire process of investigating personnel issues."

"Remembering to be aware of and consider the various rights of the employee."

"The case-law examples were very interesting."

"Very interesting – made me think about some issues that I hadn't considered before."

"Value of more structured investigation. Good balance between fun and substance. Best PDC class yet."

"Legal discussion of case law and specific exercises were very helpful."

"Many ideas on how to gather the correct information during investigations."

"Tips on asking meaningful questions."

"Outline on procedures to use."

"One of the best in-services I've been to. The information is very useful to my position."

"Good concise review of process - outline will be helpful."

I gained a clear understanding of the process in conducting a personnel investigation - very useful."

"Great reference tool."

"Very useful information. This knowledge will help me be alert for problem areas."

"Good guide to follow – what to do, and more importantly, what not to do! How to ask questions?"

"How to start an investigation to get the best information needed."

"Compiling of information needed to conduct an investigation."

"How to ask the right questions to conduct investigations."

"Documents needed for investigation."

"Learning my responsibilities and obligations in personnel investigations."

"Excellent and relevant information – logically organized."

"Specific approaches to investigation, union and non-union information, and court cases were valuable."

"Validation that many of our practices meet the standards."

"Excellent balance between lecture, exercises and handout – good exchange and participation."

"Gained confidence and knowledge in how to effectively perform investigations."
"Good description of steps in the investigation process."
"I now feel I will be more prepared to approach a situation that I need to investigate."
"Great methodical coverage of process including legal issues and process details. It was clear and concise. I liked the great pace and variety of activities."
"Great exercise on how to phrase questions to get the information you're looking for."
"Exercises were excellent."
"The materials were very good, particularly on 'Interviewing.'"
"Learned about Garrity and Weingartner Rights and many other issues concerning legal aspects of interviews."
"I have a better understanding of some legal issues to consider when working and investigating personnel issues. The asking questions practice was helpful. Scenarios were good."
"I appreciated the specific questions to ask and not to ask and how to prepare materials and reports."
"Very impressed with the material and presentation. The interaction was wonderful. This is the best CLE I have taken in the 6 years of my job."
"Great overview of investigative process. I will refer to the materials often."
"Helpful guidance for conducting an investigation from beginning to end."

DOCUMENTING DISCIPLINARY ACTION

September 23 Billings

8:30 a.m. - noon

Investment is \$93 (discounts for multiple attendees from one organization)

Available for 3.0 CLE credits

"If it isn't written down, it didn't happen." That is the basic principle of documenting disciplinary actions, and most managers know that. The legal and practical aspects of documentation can determine the success of discipline. This half-day seminar explores those aspects.

Participants' comments about "Documenting Disciplinary Action"

"The best thing I gained was the distinction between objective and subjective information. Great! I will highly recommend it."
"The best thing I gained was the knowledge of correct procedures and learning not to 'label.'"
"The best thing I gained was how to differentiate petty from the real and the exercise on subjective vs. objective, specific vs. general, direct vs. indirect."
"John did an excellent job presenting the course. He brought up a lot of good points that I need to do that I'm presently not doing. I appreciated the discussion of the difference between informal and formal documentation."
"As a fairly new supervisor, this information nicely prepares me to begin documenting from the beginning."

"I am going to recommend this workshop to the other government official I work with."

"The training provided concrete information which I can use immediately."

"Well done – held my interest. Pertinent and timely."

"Presentation was well paced and handout was easy to follow and had room to make my own comments."

"Best presentation I have attended in a long time."

"I would recommend this class to anyone who is a supervisor."

"I enjoyed this class, I feel it was very informative and that the information will help me tremendously as a supervisor."

"Very timely and interesting. Thank you!"

"Learned some good specifics; must 'do's' for future reference."

"Learned not to be afraid to document, that it's better to do it than not do it."

"A lot better understanding of how to go through the documenting process."

"Good course. Good instructor. Very well presented."

"The course helped to see when and how documentation can be used. Also, what should and should not be said."

"Importance of documentation and good tips on how to do so. Thanks."

"This class was very informative."

"Reinforced frequent, routine documenting in our notes."

"As a new supervisor, it allowed me the opportunity to gain insights into what is and what is not acceptable."

"I liked the examples of the letters and documentation checklist."

"Learned that I must document on all employees and need to record positive behavior as well as problems."

"Great examples of current and past legal cases."

"Reminder that documentation is also useful for appraisals."

"Ideas about how and what to document."

"John is very knowledgeable. I always go away feeling like the training is worthwhile."

"Excellent course. I will recommend this to all of my co-workers."

"Examples were very valuable."

"Practice, good, wise, reminder, new stuff and idea, glad I came."

"Importance of separating facts from assumptions."

"Well planned and presented."

"Great material; clear, excellent information –great pace; checked for our understanding. Super class!"

"Tips on making this a routine part of your week."

"A better understanding of rules/laws/policies regarding documentation of discipline."

"Reinforced importance of 'good' documentation."

"What is usable or useless in documentation."

"Keeping records, both good and bad, is important."

"Importance of objectivity and ongoing clear communications, with emphasis on prevention."

"Fun presentation with lots of knowledge and examples shared with us. Thanks!"

"Importance of documentation and dispassionate observation."

"Development of a process that I can start, to help me become a better supervisor by not just focusing on the negative."

"I liked the idea of a 'drop' file and the difference between formal and informal documentation."

"Great ideas of methods to implement with staff as prevention measures to avoid discipline problems."

"Learning how to document and to be specific."

"I have a better idea of how to stay on top of issues and the proper course for formal action."

"I gained the ability to distinguish what is proper and improper to document and that supervisors should constant both positive and negative actions."

"Outstanding class!"

"I appreciated the explanation of documentation levels and the differences between formal and informal documentation."

"Written examples of good and bad documentation was very helpful."

"Good tools and ideas to improve my ability to work with my employees."

"Specific examples from case histories, good handouts for future reference, memorized phrases, and documentation checklist."

"Very good information about documentation and a much more concise idea on how to handle supervision."

"For me, the difference between job performance and job conduct was important. This was an incredibly practical training. I am very pleased with it."

"I appreciated the ideas to make this part of managing 'less painful' and stronger."

"Real practical advice on how to proceed forward."

APPROACHING SUPERVISION

September 28 Helena

8:30 a.m. – 4:30 p.m.

Cost is \$120 (discounts for multiple attendees from one organization)

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well.

Participants' comments about "Approaching Supervision"

"It was well organized and stayed on track which helped cover more material, all of which was relevant."

"Useful tools and tips to assist me in my management role."

"Great class - I learned a lot from it."

"Helped me recognize some of the 'normal' things people go through when taking a new position."

"Clarification of supervisor's role and responsibility."

"How to communicate better in pressure situations."

"Best part: seven things not to do as a supervisor. Instructor did a good job of responding to questions and giving examples."

"Wonderful instructor, great speaker, easy to listen to, would definitely attend another of his presentations."

"The best thing about the course was the encouragement of better listening and communication skills."

"Affirmed a lot of my beliefs on how to be a good supervisor. I was very happy with what was presented in the time frame allowed."

"The best thing was the concept of matching leadership style to an employee's needs."

"Appreciated learning what kind of leader I am."

"The best thing I gained was the recognition of the range of human styles, progression of feeling in transition."

"I gained a better understanding of what a supervisor's role is and is not."

"This was a very good course. It gave a lot of insight to being and becoming a better manager."

"Better understanding of how to effectively supervise my area. What areas/skills I need to work on personally."

"I highly recommend others to take this class. Thank you for the opportunity."

"This class changed my opinion of what my role is and what supervisory power is."

"I learned that my leadership style needs to change according to the circumstances."

"This class was informative, well-presented, entertaining, with good feedback, insight, and knowledge that can be applied in any situation."

"Director/Coach/Supporter/Delegator concept and the need to vary response depending on the need of the individual was the most beneficial part of the workshop."

"Very worthwhile class. Thank you."

"Great class! Thank you."

"A better understanding of how both sides look at supervision and how best to handle it from the supervision side."

"Great course, good discussion among the group, made the course very interesting."

"Renewed awareness of supervisor/employee relations."

"This course showed me what kind of leader/manager I would be and see areas that I can improve on, such as communications, before I become a manager, making me a better manager in the long run."

"Learning about using different leadership styles in different situations."

"I liked the way you addressed and valued all comments and managed to bring discussion back to topic."

"New ideas, new perspective. Insight into myself."

"Learning how to become a more effective supervisor and dealing with different types of employees."

"The best thing was examining the leadership styles and suiting the leadership to the person/situation."

"Realizing how important communication is!"

"The ability to adjust my coaching skills as required by the situation."

"Learned different ways to support and manage people."

"Learned what a supervisor is NOT responsible for."

"The transition model for new supervisors was very interesting. Knowing that some of these changes are expected."

"Clear understanding of what a supervisory position requires."

"Learned more about communicating and being supportive."

"Improving communication skills and delegating tasks."

"Learned what the gains and losses are in becoming a supervisor."

"Learned that you can't motivate your workers but if you motivate yourself it will help others."

"The most valuable thing about this course was the understanding of how the basics of management sometimes aren't black and white. Good concepts."

"John kept the group engaged, had good examples, transitioned from topic to topic well."

"The information that different types of situations require a different type of supervision was valuable."

"Provided very useful information for a beginning supervisor."